

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN IMPACT OF ORGANIZATION CULTURE ON EMPLOYEE COMMITMENT: A STUDY AT HANON AUTOMOTIVE SYSTEM INDIA PRIVATE LIMITED, CHENNAI.

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ABSTRACT

In the modern automotive industry, organizational success depends not only on technological advancement but also on effective human resource practices. This study examines the impact of organizational culture on employee commitment at Hanon Automotive Systems Private Limited. Organizational culture, defined by shared values, beliefs, and practices, significantly influences employee behavior, motivation, and engagement. Employee commitment, comprising affective, continuance, and normative dimensions, is essential for organizational stability and performance. Using theoretical frameworks such as Social Exchange Theory, Schein's Model of Organizational Culture, and Meyer and Allen's Three-Component Model, this study explores how cultural practices shape employee commitment. The findings highlight that supportive leadership, transparent communication, and ethical practices enhance employee loyalty and performance. The study also identifies gaps in cultural communication and career development that may affect long-term commitment.

KEYWORDS: Organizational Culture, Employee Commitment, Automotive Industry, Employee Engagement, Hanon Systems.

1. INTRODUCTION

In today's highly competitive and rapidly evolving automotive industry, organizations must focus not only on operational efficiency but also on strengthening their human resource practices. Employees are critical assets who contribute significantly to organizational growth and sustainability. Among various factors influencing employee performance and retention, organizational culture plays a vital role.

Organizational culture refers to the shared values, beliefs, norms, and practices that guide employee behavior within an organization. It influences communication patterns, leadership styles, teamwork, and the overall work environment. A strong and positive culture promotes trust, innovation, and accountability among employees.

Hanon Automotive Systems Private Limited, a global leader in automotive thermal and energy management solutions, operates in a dynamic manufacturing environment where employee commitment is essential for achieving operational excellence. Employee commitment reflects the psychological attachment employees have toward their organization and is categorized into affective, continuance, and normative commitment.

This study aims to analyze the impact of organizational culture on employee commitment and provide recommendations to enhance cultural practices and employee loyalty.

2. REVIEW OF LITERATURE

Recent studies from 2022 to 2025 highlight the growing importance of organizational culture in influencing employee commitment:

- Sharma and Singh (2022) found that supportive leadership and a positive work environment significantly improve employee commitment and job satisfaction in Indian manufacturing industries.
- Kumar and Joshi (2022) emphasized that effective communication and teamwork culture enhance employee engagement and loyalty.
- Patel (2022) observed that a healthy organizational climate reduces employee stress and increases commitment levels in production environments.
- Reddy and Rao (2022) concluded that participative management practices strengthen emotional attachment and improve employee retention.
- Gupta and Mehta (2022) highlighted that training and development initiatives positively influence employee commitment.

- Aggarwal (2023) identified that organizational culture enhances psychological capital, which in turn improves employee performance and commitment.
- Verma and Kaur (2023) stated that ethical work culture builds trust and fosters long-term commitment among employees.
- Nair (2023) emphasized the importance of employee well-being and work-life balance as key cultural factors affecting commitment.
- Shah and Patel (2023) noted that while technological stress can negatively impact commitment, a supportive culture can mitigate its effects.
- Das and Mishra (2023) found that an innovation-oriented culture increases employee motivation and engagement.
- Ardebilpour et al. (2024) revealed that employee engagement mediates the relationship between organizational culture and employee commitment.
- Permana (2024) concluded that strong organizational culture enhances leadership effectiveness and employee loyalty.
- Singh and Yadav (2024) observed that employee participation and empowerment significantly improve organizational commitment.
- Khan et al. (2024) highlighted that organizational support and recognition are key drivers of employee satisfaction and commitment.
- Joseph and Francis (2024) emphasized that teamwork and collaboration improve employee retention and engagement.
- Raia et al. (2025) identified organizational culture as a major determinant of employee commitment across industries.
- Joon et al. (2025) found that sustainable leadership practices and positive organizational culture enhance employee engagement.
- Mehta and Iyer (2025) concluded that an innovative culture promotes creativity and long-term commitment.
- Kumar et al. (2025) observed that flexible and adaptive cultures improve employee satisfaction and reduce turnover.
- Patel and Shah (2025) highlighted that employee engagement acts as a mediating factor between organizational culture and commitment.

Research Gap

Despite extensive research on organizational culture and employee commitment, certain gaps remain:

Most studies focus on general organizational settings rather than manufacturing industries.

Limited research examines the individual impact of cultural dimensions on affective, continuance, and normative commitment.

There is insufficient focus on employee perceptions within global automotive companies operating in India. The present study aims to address these gaps by analyzing the impact of organizational culture on employee commitment at Hanon Automotive Systems Private Limited.

3. Objectives of the Study

- To analyze the existing organizational culture within Hanon Automotive Systems Private Limited.
- To assess the level of employee commitment, including affective, continuance, and normative commitment.
- To examine the relationship between organizational culture and employee commitment.
- To identify key cultural factors such as leadership, communication, teamwork, and recognition that influence employee commitment.
- To evaluate the effectiveness of organizational practices in enhancing employee engagement and loyalty.
- To provide suggestions for improving organizational culture to strengthen employee commitment and organizational performance.

4. RESEARCH METHODOLOGY

refers to the systematic approach used to collect, analyze, and interpret data in order to address a research problem. It provides a structured framework that ensures the study is conducted in a logical, reliable, and scientific manner. In this study, the methodology is designed to examine the impact of organizational culture on employee commitment at Hanon Automotive Systems India Private Limited, with a focus on understanding how factors such as leadership, communication, teamwork, and recognition influence employees' attachment to the organization.

The study adopts a descriptive research design, as it aims to describe and analyze the existing organizational culture and its relationship with employee commitment. A quantitative

research approach is used, where numerical data is collected through structured questionnaires and analyzed using statistical techniques. This approach helps in objectively measuring employee perceptions and identifying relationships between variables.

The population of the study consists of employees working in Hanon Automotive Systems India Private Limited. A sample of 120 employees is selected using stratified random sampling to ensure representation from different departments such as production, HR, and R&D. This method improves the accuracy and reliability of the results.

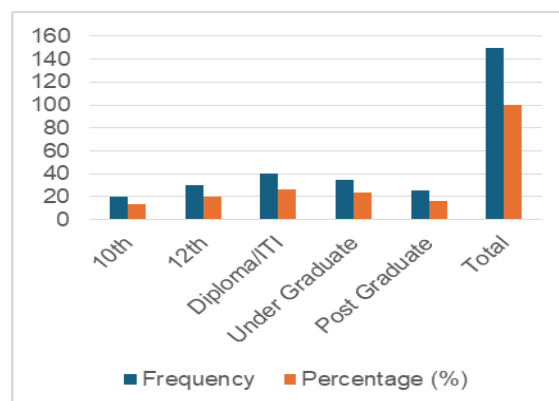
Data is collected from both primary and secondary sources. Primary data is gathered through a structured questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. The questionnaire includes sections on demographic details, organizational culture factors, and employee commitment dimensions. Secondary data is obtained from books, journals, company reports, and relevant academic sources to support the theoretical framework.

For data analysis, statistical tools such as **percentage analysis, Cronbach’s Alpha, Chi-square test, correlation, and regression analysis** are used. These tools help in understanding response patterns, testing relationships, and measuring the impact of organizational culture on employee commitment. The analysis is carried out using MS Excel and SPSS software.

The study ensures validity and reliability by designing the questionnaire based on established theories and testing internal consistency through reliability analysis. Ethical considerations such as confidentiality, voluntary participation, and unbiased reporting are maintained throughout the research process.

5.Data Analysis and Interpretation

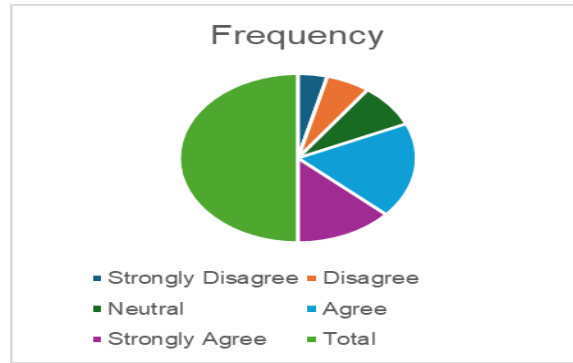
1. Educational Qualification of Respondents.



Interpretation:

The majority of respondents (26.7%) hold Diploma/ITI qualifications, followed by undergraduates (23.3%). This indicates that the workforce is largely technically skilled, which is typical in manufacturing industries.

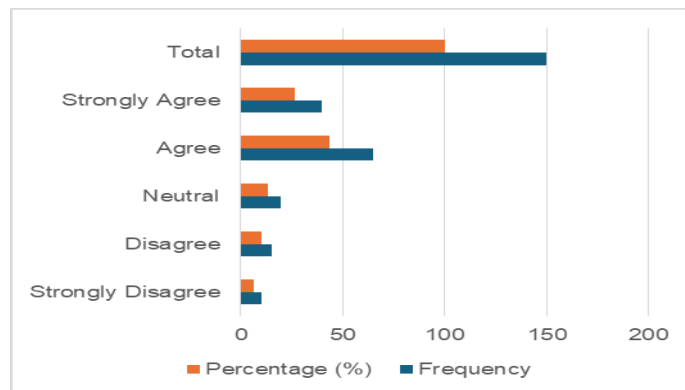
2.Communication of Organizational Goals.



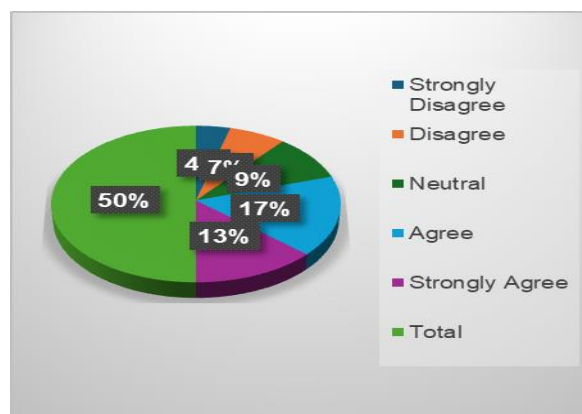
Interpretation:

A significant majority (70%) agree or strongly agree that they understand the organization’s values and mission, indicating effective communication of organizational vision.

3.Work Environment.



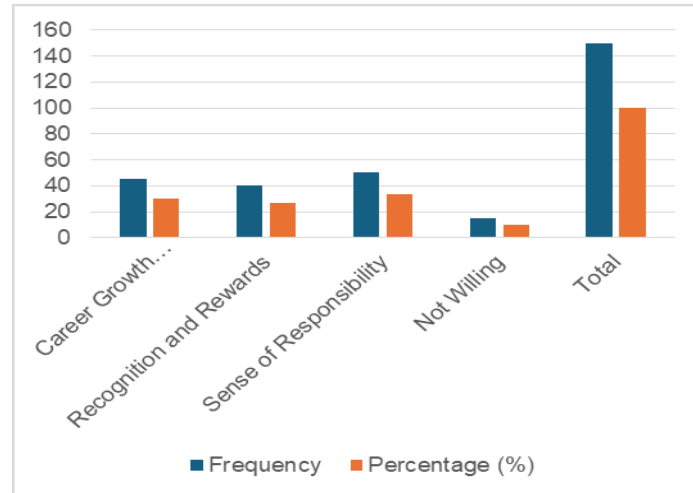
4.Fairness of Performance Evaluation and Rewards.



Interpretation:

Approximately 60% of respondents believe that performance evaluation and rewards are fair and transparent. However, a notable portion remains neutral or dissatisfied, indicating scope for improvement in reward systems.

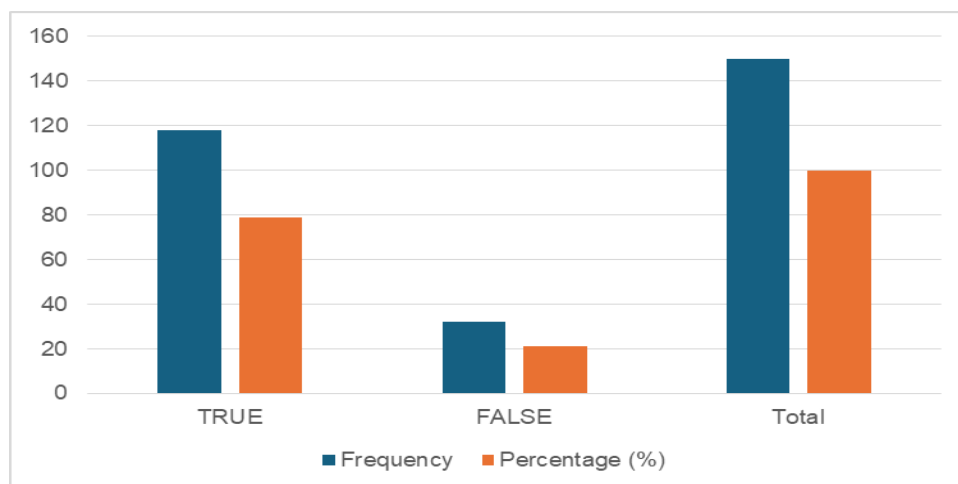
5.Reasons for Putting Extra Effort



Interpretation:

The majority of employees (33.3%) are motivated by a sense of responsibility, followed by career growth (30%). This shows that both intrinsic and extrinsic factors influence employee effort.

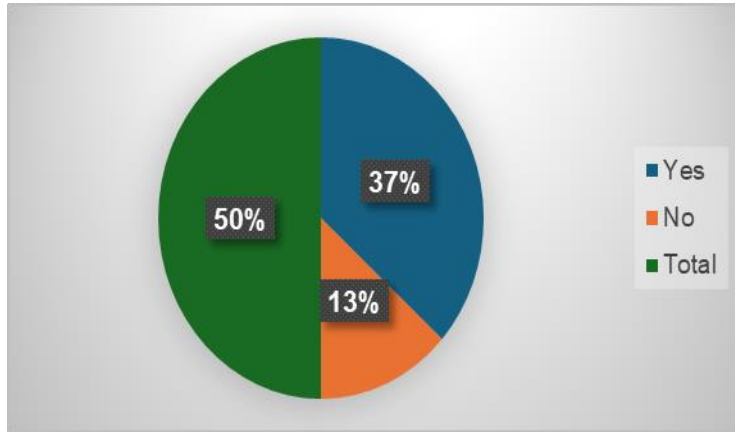
6.Connection with Organizational Goals and Values



Interpretation:

A strong majority (78.7%) feel connected with organizational goals and values, indicating high alignment and cultural integration among employees.

7. Preference to Choose the Company Again



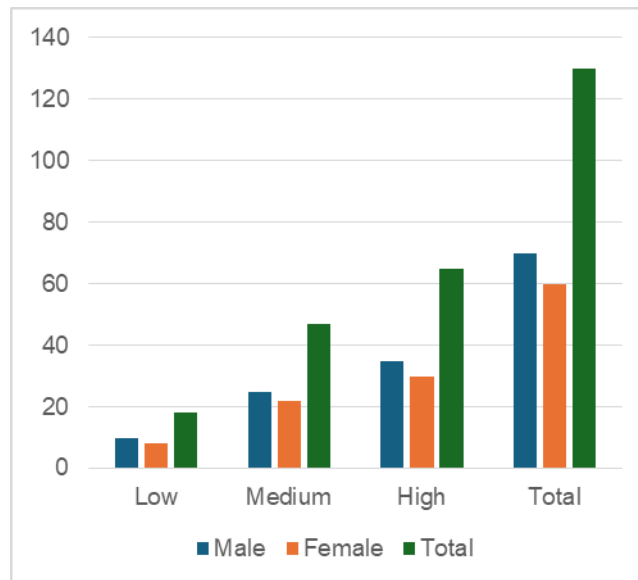
Interpretation:

Most respondents (73.3%) would choose the company again, reflecting overall employee satisfaction and positive organizational perception.

8. Chi-Square Analysis

The Chi-Square Test was applied to examine the relationship between gender and job satisfaction.

Table 8.1 Gender and Job Satisfaction



Interpretation

Since the significance value (0.654) is greater than 0.05, the null hypothesis is accepted. This indicates that there is **no significant relationship between gender and job satisfaction**, and both male and female employees show similar satisfaction levels.

Here are your final sections written in **concise journal format** with clear academic tone:

6. DISCUSSION

The findings of the study indicate that organizational culture plays a crucial role in shaping employee commitment at Hanon Automotive Systems India Private Limited. A majority of employees demonstrated a strong understanding of organizational values and goals, which reflects effective internal communication. Positive perceptions of the work environment and motivation levels further highlight the organization's supportive culture. However, certain concerns related to fairness in performance evaluation and employee retention suggest areas that require managerial attention. The Chi-square analysis also revealed that demographic factors such as gender do not significantly influence job satisfaction, implying that organizational practices have a more substantial impact on employee attitudes than personal characteristics.

7. Findings

The study found that most employees have a clear understanding of the organization's mission and values. A significant proportion of respondents reported a positive and motivating work environment. Employees showed a high level of commitment and willingness to contribute to organizational success, driven mainly by a sense of responsibility and career growth opportunities. The majority of employees feel connected to organizational goals and would choose the company again, indicating overall satisfaction. However, some employees expressed concerns regarding reward fairness and job-related stress. The Chi-square test confirmed that there is no significant relationship between gender and job satisfaction.

8. Suggestions

The organization should enhance transparency in performance evaluation and reward systems to improve employee trust and satisfaction. Management can introduce more structured career development programs and training opportunities to strengthen employee commitment. Efforts should be made to reduce work pressure by improving workload distribution and promoting work-life balance. Regular feedback mechanisms and open communication channels should be encouraged to address employee concerns effectively. Additionally, recognizing and rewarding employee contributions more consistently can further boost motivation and retention.

9. CONCLUSION

The study concludes that organizational culture has a significant influence on employee commitment. A positive work environment, clear communication, and strong alignment with organizational values contribute to higher levels of employee engagement and loyalty. Although the organization demonstrates a strong cultural foundation, improvements in reward systems and employee support practices can further enhance commitment levels. Overall, fostering a healthy organizational culture remains essential for sustaining employee satisfaction and achieving long-term organizational success.

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